

SUMMARY NO. 2

Improving Service To The Public

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U. S. GOVERNMENT

INTRODUCTION

On November 1, 1965, the President announced a concerted Government-wide drive to provide the best possible service to the American public. He asked each department and agency head to appoint a top-level official to improve his organization's service to the public and he put Civil Service Commission Chairman John W. Macy, Jr., in charge of coordinating the activities of all the Federal departments and agencies in this drive. The President directed each agency head to make reports to Chairman Macy every 90 days on steps taken to improve service to the public.

In June 1966, the Civil Service Commission published, based on agency reports, a summary of actions agencies had taken to improve their service to the public. This booklet is the second summary of agency actions and is based on reports for the quarters ended June 30, September 30, and December 31, 1966.

The purpose of the summary is to spread good ideas on improving service to the public. What works in one agency may well work in another agency. While it was not possible to include all actions taken by agencies in this summary, those which seemed to have the best potential for exchange value have been included.

This summary reflects a continuation of the initial thrust by agencies to improve service to the public which followed the President's memorandum to agency heads of November 1, 1965. In response to the President's directive, Federal agencies moved ahead promptly and have sustained active programs to improve service. There were many agency accomplishments during the period covered by this summary as reflected in the following pages. They run the gamut from baby strollers in museums and children's rooms in Internal Revenue offices to major office consolidations to provide one-stop service to the public.

In addition, many more Government-wide actions were taken to improve service:

- Strong emphasis continued on training employees on improved communications and service. Over 6000 employees were trained by the Civil Service Commission during calendar year 1966 and thousands more by their own agencies.
- The work hours in the local offices of a number of Federal agencies were extended and approximately 1000 offices across the country now remain open evenings or Saturdays to provide better service.

- Government bookstores outside of Washington began. The first opened in Chicago early in 1967 and in Kansas City. The Kansas City bookstore was the nation's second Federal Information Center located in the City Federal Office Building.
- A new awards program was developed to reward employees by employees in serving and communicating. Many employees received awards and recognition for service to the public.
- In many Federal buildings, visitors were being greeted by receptionists instead of vague directory assistance telephones were placed in lobbies within the public.
- Agency replies to correspondence from the public became more responsive. All agencies have made efforts to improve their correspondence with the public.
- A fact leaflet was prepared by the Civil Service Commission distributed by agencies to all Federal employees. It stressed the need for the best possible service to the public and the personal interest in fast, efficient and courteous service.
- Agency actions to improve communications and service were made a specific part of the Commission's program. The General Accounting Office joined the Commission's program and, as a part of its regular audits during the past year, included a review of actions taken by more than 100 agencies. The GAO audits are now a continuing part of the Commission's program.

THE WHITE HOUSE

WASHINGTON

November 1, 1965

MEMORANDUM FOR HEADS OF DEPARTMENTS AND

The task of government is to serve the public. It has a deep and continuing concern to assure that each American receives from his government the fastest, most efficient and most reliable service. As our society grows more complex and our needs expand we must explore every path in our quest to provide the best possible service for our individual citizens.

Some months ago I asked Chairman Macy of the Civil Service Commission to survey our existing practices and to suggest ways to improve our efforts. He has reported that progress has been made. But we must continue to forge ahead, for in many areas we have only begun.

The time for action is now. This is particularly so in view of the new programs recently passed by Congress which reach out to the people.

I am today placing Chairman Macy in charge of a new government drive aimed at bringing better service to our citizens. I am directing him to coordinate the activities of each department and agency and to report to me every 90 days.

Third, that your agency take full advantage and special training courses developed by the Civil Commission to improve standards of service and to more lines of communication to the public.

I regard this as a vital undertaking. As our programs and increase, it is essential that each of our citizens prompt, efficient and courteous service from each government employees.

We must have your personal support and leadership the promise of a better and more responsive government a reality.

A handwritten signature in black ink, appearing to be "R. J. [unclear]", located in the bottom right corner of the page.

Office of the White House Press Secretary
-----THE WHITE HOUSEREPORT TO PRESIDENT JOHNSON
FROM JOHN MACY, CHAIRMAN OF
THE CIVIL SERVICE COMMISSION

Last November 1, you launched a new Government drive to i
to our citizens. You asked me to coordinate the department
activities in this drive and to report progress to you.

This is my first report.

What We Have Done

Each department and agency head has designated a top level
a program to improve the quality of service to the public.

On December 2, 1965, I met with these designated officials t
action program. This was a rewarding session. Many exce
exchanged. The proceedings of the meeting were distributed
the ideas generated have been applied.

I took these other actions:

- Met with the leaders of a number of Federal employ
and urged their support. They pledged wholehearte
I look forward to gaining much additional thrust for
service from these organizations.
- Enlisted the support of a number of Federal employe
organizations. I asked them to work with us throug
conferences and meetings and through their publicat

- With GSA, started work to develop the first Federal central information point to provide information and referral service on all Federal activities. The first center will be in a major metropolitan area and is planned as a pilot operation to give us helpful experience in setting up other centers.
- Trained approximately 1,000 key Federal employees on improving communications and service to the public. Training sessions were held in Washington and throughout the nation. These courses will continue with increased agency participation.

What the Departments and Agencies Have Done

Department and agency heads reported to me on December 15, 1965, and again on January 15, 1966, on the steps they had taken to improve their service to the public and on their plans for further improvements.

These reports show vigorous action to improve the quality of service to the public. All units, from the smallest to the largest, have acted, here and overseas, to improve their service and they have many plans for more action.

Most importantly, top managers are instilling in their employees the spirit of service to the public. They have become involved personally in making their organizations fully responsive to the needs of the public. Many have instituted special awards to their employees for outstanding service accomplishments. Training of employees has been stepped up.

More and more agencies have extended their office hours to serve the people better. They are improving the quality of their letters to the public and they are speeding up replies. More timely and more informative reports on matters of interest to the public are being prepared. All facets of Federal service to the public are being scrutinized to see where additional improvements are possible.

Here are examples of specific actions to provide better service to the public which the departments and agencies are taking:

- Improved service for visitors to our national parks, and monuments.
- Information desks to serve the public who visit Federal
- Better servicing of telephone inquiries from the public.
- Information centers for tourists in conjunction with service rest stops along some highways.
- Twenty-four hour, seven-day a week telephone and emergency service by many departments and agencies.

These are only some of the many actions taken. The prospective improvements are exciting. To show the progress of each department and agency and their plans for further improvements, I am having prepared listing the major actions already taken and important for the future. This will provide for an interchange of information between departments and agencies and stimulate more action.

Your vision of better service to the public is becoming a real personal interest has brought about an important shift in attitude to the public.

I am confident that my next report will show additional progress toward your goal.



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

CHAIRMAN

MEMORANDUM FOR THE PRESIDENT

Subject: Improved Service to the Public

This is my second report to you on the Government's debt to our citizens.

Agency Actions

Federal departments and agencies are building on the service which I reported to you last February. They search for new ways to improve their service and are of service to the public on the part of all employees ing out affirmatively to help our citizens get service from their Government. Highlights of recent agency a

--More employees are being trained to provide fa
sponsive communications and service. In addit
house training courses by agencies themselves,
4200 employees from other agencies this fiscal
writing techniques.

--Agency heads continue to stress the need for t
and are working to create an agency attitude o
on all occasions. Letters from agency heads t

nal Actions

y last report to you, we have taken additional steps to a
s:

Published a summary of actions taken by agencies to improve service. This will provide a valuable means for interchange of information among agencies. I am enclosing a copy for your information.

Maintained a flow of ideas to the agencies on steps to improve service.

Sent to the printers a fact leaflet for distribution to all employees expressing the need for better service to the public and your personal interest in fast, efficient, and courteous service.

Stepped up our training programs both here in Washington and in the field on improved service and, in one case, provided training to State employees. At the State's request, and with expenditure of additional resources, we gave a training course on improved service to over 200 New Mexico State employees.

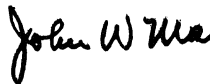
Through the cooperation of the Public Personnel Association, distributed copies of your November 1, 1965 memorandum on improved service and related materials to over 700 government jurisdictions. This will help in creating a nationwide campaign for improving service at all levels of government.

Scheduled addresses to various professional groups to enlist their support in the campaign to improve service.

- Inspected 50 installations in 12 separate agencies and Puerto Rico to determine actions under way to improve service to the public. The reports although room for improvement is seen. We will on-site inspections of agency programs to improve.
- Based on our experience and knowledge of agency ready to help agencies install or step up program service. We are developing a special presentation steps for agencies in organizing and advancing service.

I am heartened by the response of the departments and program. Their dedication and hard work are evident. Their impressive accomplishments to date and I am confident there

I will continue to report to you our progress.



John W. Macy,
Chairman



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

SEP 29 1966

MEMORANDUM FOR THE PRESIDENT

Subject: Improved Service to the Public

This is my third report to you on the Government's service to the American public.

Agency heads and top officials continue to provide the program forward. New ideas and actions on better are being reported to me on a continuing basis. Concrete evidence from agency inspections that we are in better service to the public.

During the past quarter, we put particular emphasis on field installations were serving the public. To the Chief of the United States directed his staff to conduct audits of Federal installations during July a review of those serving the public and to make recommendations. Over 500 installations were reviewed nationwide and reports are now coming to me and I will be in touch with each of the agencies involved in connection with

er of other actions took place during the quarter:

- . Over 3 million copies of the leaflet, "You...and the Public," are being distributed to Federal employees and to many members of the military services. This leaflet was developed by the Civil Service Commission to express to Federal employees your personal interest in the best possible service to the American public and the need for them to be responsive to the needs of the public--to serve them with dispatch, enthusiasm and efficiency. A copy of the leaflet is attached.
- . The Atlanta Federal Information Center, operated by GSA, is now handling 2,500 inquiries a month from citizens and helping them obtain the particular Federal service they need. We expect that the concept of a Federal Information Center will prove extremely valuable to the American public and that additional Centers will be opened as conditions permit in other metropolitan areas.
- . Training employees on service to the public was stepped up. Since July 1965, over 6,000 employees have participated in training sessions on improved service conducted by the Civil Service Commission; in addition, many agencies conducted their own training sessions of their own. This training effort was stepped up even more this fiscal year.
- . Shooting of a training film on improved service has begun. The film will be shown to as many Federal employees as possible and is aimed at creating an attitude on the part of each Federal employee of taking the "extra step" to be of assistance to the public. The film is now being shot.



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON, D. C. 20415

MEMORANDUM FOR THE PRESIDENT

Fourteen months have gone by since you launched effort to improve service and communications to memorandum will summarize the highlights and acc program and will constitute my fourth report to

Agency Action

The continued high-level interest and attention agency officials is a matter of continuing perso Top-level officials of the agencies report to me are doing to improve service and I am particular creativeness and the imagination that is being a of serving the public better. Improvements run steps to major reorganizations of agencies' serv baby strollers so harried mothers can deposit th visiting a museum or setting up a children's roo Revenue Service district office to major office within an agency so "one stop" service can be pr Large or small, all changes have been directed

k hours of a number of Federal agencies have been extended to serve the public better. Nine hundred local offices of different agencies across the country, including Social Security, Veterans Administration, Internal Revenue and Civil Service Commission offices, are now open evenings or on Saturday mornings to provide better service to the public.

Government-wide Action

Number of actions have been taken on a Government-wide basis to improve service to the public:

- The first Federal Information Center in Atlanta, Georgia, has proved itself as a major step forward in providing referral service to citizens in a metropolitan area. As a "where-to-turn" place for the citizen inquiring about a Government service, the Center is handling a continually increasing volume of inquiries and is quickly referring citizens to the agency that can provide the service they need. Additional centers in Boston, Chicago, Kansas City, Denver and San Francisco are being planned.
- Government bookstores are becoming a reality. The Government Printing Office has moved ahead to open a facility in Chicago and one is being opened in the lobby of the Department of State building here in Washington. In Kansas City, the Federal Information Center and a Government bookstore will be combined in one location. Making our publications easily

Our fact leaflet, "You - And the Public", has become a best seller with almost every employee in Government by now having individually received a copy. The pamphlet expresses your personal interest and commitment to the improved service program and encourages a similar commitment from employees.

A review of actions to improve communications and service to the public is now a part of the Commission's inspection program. We have inspected 268 installations throughout the nation since the program began. We have been joined by the General Accounting Office which reviews agency actions to improve service as a part of its regular audit program and reports findings to me. GAO has reviewed more than 500 installations and I have referred the findings to agencies for action.

The film, "The Extra Step", produced by AT&T in co-operation with the Commission, has been completed. It is directed specifically to Government employees and emphasizes the extra step that employees need to take to provide the best possible service to the public. It also stresses proper attitudes of service and shows how this is important to the public, to the Government, and to the employee himself. We will make arrangements to use the film widely in our training sessions and we hope it will be seen by each Federal employee. Its message is aimed at executives and managers as well as the clerical and secretarial workforce. It will be

TABLE OF CONTENTS

Agriculture	
Commerce	
Defense	
Health, Education, and Welfare	
Housing and Urban Development	
Interior	
Justice	
Labor	
Post Office	
State	
Treasury	
Agency for International Development	
American Battle Monuments Commission	
Atomic Energy Commission	
Civil Aeronautics Board	
Civil Service Commission	
District of Columbia Government	
Export-Import Bank of Washington	
Farm Credit Administration	
Federal Aviation Agency	
Federal Communications Commission	
Federal Deposit Insurance Corporation	
Federal Home Loan Bank Board	
Federal Maritime Commission	
Federal Mediation and Conciliation Service	
Federal Power Commission	
Federal Reserve System	

Railroad Retirement Board
Renegotiation Board
Securities and Exchange Commission
Selective Service System
Small Business Administration
Smithsonian Institution
Subversive Activities Control Board
Tariff Commission
Tax Court of the United States
Tennessee Valley Authority
United States Arms Control and Disarmament Agency
United States Information Agency
Veterans Administration

AGRICULTURE

- Headquarters and field installation buildings made through increased use of displays. Office layouts office hours being extended to serve public better. parking facilities stressed.
- All County Extension Agents across the country held November 1966 to better acquaint public with service.
- "Consumers All," an excellent guide to consumers price Department, now published commercially and available in inexpensive paperback form.
- Office consolidations continue in order to provide services--1500 offices consolidated at county level.
- Soil Conservation Service provides special recognition and units making outstanding contribution to improvement and service to the public.
- Better writing continues to be emphasized at Secret request. Samples of written materials analyzed for using the Fog Index.
- Consumer and Marketing Service provides more data on cotton to buyers and cotton mills. Market news information have been expanded to reach additional areas.
- Loan applications streamlined to facilitate faster Rural Electrification Administration.

COMMERCE

- Special brochure, "It's Your Public," developed and to employees.
- Film, "I Just Work Here," purchased for Department-
- First winners of Department's new "Better Service t Award" named. Awards presented at Washington cerem early 1967.
- Employment information center opened November 28, 1 of main Commerce building.
- Course on quality service to the public added to Mi training seminar.
- Booklet, "Public Contact--Chore or Challenge," made for office heads and division chiefs.
- The Merchant Marine Film Catalog distributed free b istration lists films available to public.
- Information on file with Social Security will be us Bureau to reduce reporting load on small employers.
- By articles in national magazines, suggestions invit on highway hazards. All suggestions acknowledged a put into operation.

FENSE

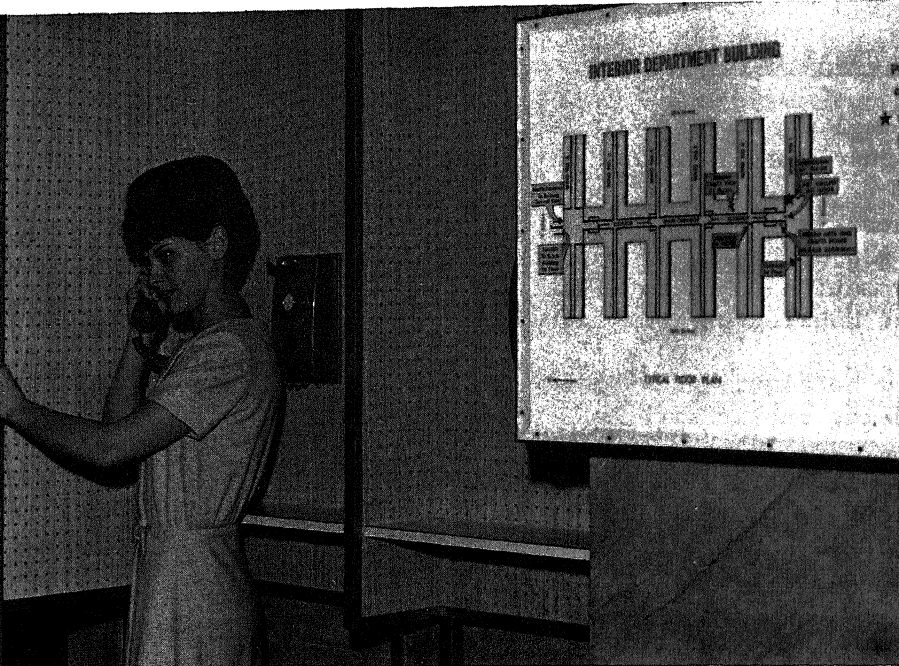
- Centralized system of correspondence control established by Office of Secretary of Defense. Outgoing White House correspondence spot-checked to test for simplicity, clarity, and style.
- Letters sent to all news media in Washington area given priority functions, and home and office telephone numbers of civilians in Military District of Washington responsible for public information matters.
- Joint community relations committees consisting of military and civilian representatives of local communities or counties to review, analyze and evaluate all requests for assistance in civic and community projects.
- Many Civilian Personnel Offices have staggered work schedules to assure quicker, more complete service to the public on any given day.
- All major Army commands using incentive awards programs for recognizing outstanding achievement in communication with the public.
- Courtesy copies of newspapers produced at Army posts and stations furnished to selected public officials and organizations.
- Offices frequently visited by the public moved to more accessible locations and personnel directories and locator guides

HEALTH, EDUCATION, AND WELFARE

- Office hours of Social Security district and branch from 40 to 44 hours per week. Some remain open an one evening a week, and others open on Saturday morning.
- Spanish editions of six of SSA's popular publications for use in Puerto Rico and by Spanish-speaking people.
- Handbook, "Programs and Services, U. S. Department of Education, and Welfare," consisting of fact sheets on Department's programs, developed to serve as a basic source for Federal, State and local officials and community groups.
- Series of training programs designed to help credit unions improve their services to members developed by Bureau of Credit Unions. Titled "Project Moneywise," it includes education, family financial counseling, and instruction in union management techniques.
- New Orleans Public Health Service performed 4,000 physical examinations for Office of Economic Opportunity "Start" program during first quarter of Fiscal Year 1965.
- All consumer mail inquiries handled within 10 days by Food and Drug Administration. Telephone inquiries handled on same-day basis.
- HEW Region I developed list of employees who are bilingual to converse with non-English speaking visitors.

HOUSING AND URBAN DEVELOPMENT

- New mail control system installed to reduce time response and to improve quality of correspondence.
- Information Center opened on first floor of headquarters at 1626 K Street, N. W., Washington, D. C., to provide information point for local and State officials and about housing and community development programs.
- A new booklet, "HUD--What It Is and What It Does," acquaint public with Department's organization and functions.
- Duty Officer system established providing for a senior officer to be available to answer public inquiries on holidays. Duty Officers stationed at headquarters and regional office.
- Consumer material offered to the public through radio distributed to 1400 stations and film strips distributed to 1400 stations.
- In reorganization of field offices, special effort made to coordinate various Department operations together to increase public contact.



PX-D-5481ONA. Office of Chief Engineer, Denver Federal Center, Denver, Colorado. Travelers inspect a new Bureau of Reclamation display at Denver's Stapleton International Airfield. The illuminated display, bearing pictures and text explaining Reclamation projects throughout the West, is in the new lobby of the nation's seventh most active airport.

7-27-66

Bureau of Reclamation photo by
F. B. Slote, Courtesy - USDI



INTERIOR

- Excellent booklet on better writing, "Gobbledygook" authored by Bureau of Land Management employee, John L. Gook, widely distributed to employees and other Government employees. Caricature labeled Mr. Gobble D. Gook, Esq., available to other agencies to push better writing campaign (see this booklet).
- "Pet Rest" established at Hoover Dam by Bureau of Land Management where visitors crossing the desert may leave their pets.
- Self-guiding nature trail for blind completed on public lands.
- Several bureaus making publications more readable by layman's versions of technical materials.
- Field offices maintaining small technical libraries and making them available to public, particularly to schools.
- Field officials encourage tours through talks with officials and civic organizations. Open house for the public to encourage visits.
- One-stop water information centers being established by Geological Survey. The centers will enable the public and Government units to contact one office in their state for available information on area water resources relative to industrial, domestic, and agricultural purposes.

JUSTICE

- Office hours of United States Attorney's office for District of Columbia extended from 8:30 a.m. to 4:30 p.m. to 10 p.m. weekdays at District of Columbia Court Sessions.
- Principal field offices of Immigration and Naturalization Service remain open two evenings a week and on Saturdays.
- Some Federal Prisons have begun to experiment with family visits during evening hours throughout week to families who must travel considerable distance.
- Public information telephones set up at each entrance building in Washington.
- FBI headquarters and 57 field offices accessible 24 hours a day. FBI has given maximum accommodation to tourists to observe its operations, and to requests for appearance before and radio and before civic and school groups.
- Law Enforcement Assistance Act grant guide issued. All basic information regarding the program administration Act. Now public can get all information needed to obtain grant from one document.
- When university professors or members of the bar notify the Division that they wish to visit Washington office, arrangements made to have material available.

LABOR

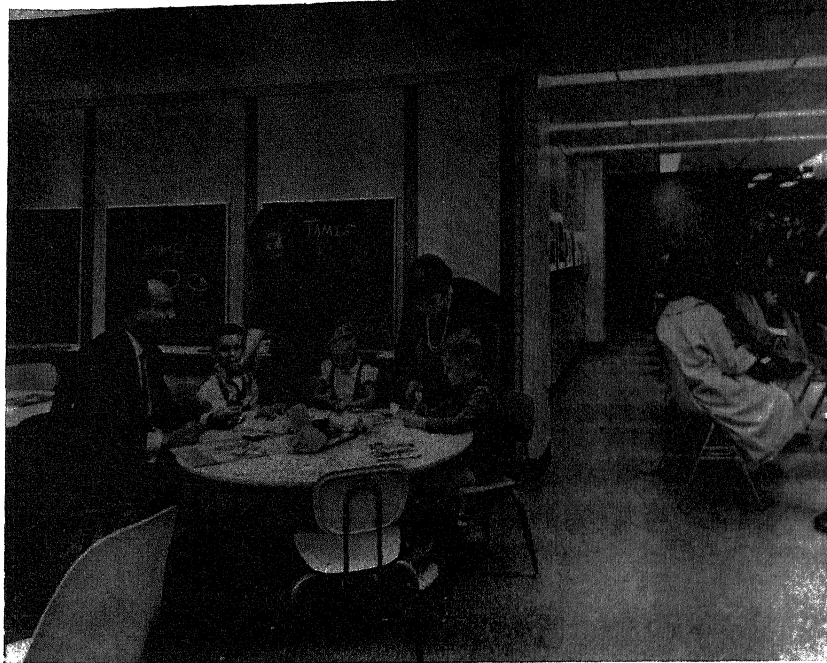
- Better service to the public one of subjects covered Wirtz in telephoned speech to 50 top executives of M across the country.
- Secretary's Order issued to provide policy and planning communications and services to the public. Eight including achieving a positive concept of public service, informing employees about Department so they can better deal with public, and providing adequate training in public contact. Steps in reaching the goals are spelled out. Bureau periodically report specific progress on the eight points to the Secretary.
- Publication "Tips for Supervisors" continues to emphasize best possible service to the public.
- Eighty Department employees in Atlanta Region attended Human Relations Clinic designed to develop positive attitude of service to the public.
- Special telephone directories distributed to secretaries in dealing with public.
- Employee orientation sessions and training sessions for supervisors held to emphasize service to the public. Training for top field personnel also held.
- New films purchased to aid in improving communications.

POST OFFICE

- Mail between United States and Vietnam airlifted for cheaper delivery.
- Free mailing privileges for servicemen in Vietnam and men hospitalized as result of action in Vietnam.
- 100 Self-Service Postal Units (Drive-up) now in service.
- Special Newsletter being sent to 19,700 members of Post Office Council to keep them informed of developments in Department.
- Forty-eight additional Customer Relations Officers assigned. Principal function is to work with mailers to improve service including follow-up and correction of complaints.
- Experimental program, PRIDE (Personal Responsibility Drive Effort) being tried in three offices in San Francisco. Program stresses reduction of errors, faster mail service, each employee's personal responsibility to improve service.
- ZIP code concept of mailing continually being improved. List forms distributed to every household so occupants can furnish addresses for which zip codes are needed. Codes are furnished free by Department.
- All gasoline-powered vehicles purchased by Post Office must have with air pollution control devices.

STATE

- Government bookstore opened in Department's main building as a result of cooperative efforts of Government Printing Office.
- One-stop locations for most of the services required by Americans established in many embassies and consulates; information available 24 hours a day in person or by mail.
- Prototype "Service to the Public Duty Officer Manual" developed and sent to each post, as a suggested guide for development of similar manuals. The manual was developed at the United States Consulate in Israel.
- Area between courtyards of main State building will be designated a permanent exhibit area for the visiting public.
- Course for clerical employees includes training on service to the public given at Foreign Service Institute.
- Several posts overseas have established funds for assisting tourists to pay their transportation back to United States or to sustain them until they obtain other help.
- Hints and latest Department developments on improving service to the public sent to all Diplomatic and Consular Posts via Department of State newsletter, "AIRGRAM."



Assistant Director Friedman enjoys a moment with the Children's Room, New York Office of Internal adjoins waiting area for office audits.

N.Y. Post - Photo by STEIN



TREASURY

- Special awards for Excellence in Improving Community Services to the Public given to 43 Treasury employees at Annual Awards Ceremony.
- "Customs Hints," a series of articles designed to show ways to observe customs regulations with least inconvenience to traveler or merchant, being furnished by Customs. "Customs Hints" also published in form of Customs.
- IRS District Directors urged to contact local municipalities to offer special taxpayer assistance institution filing period.
- Standard identification badges provided employees for taxpayer assistance.
- Itinerant service set up to provide taxpayer service on basis in smaller communities.
- Annual summary of Department's report, "Progress in Service Improvement," for first time included a section on service to public.
- Various improvements in port services made by Customs including relocation of Customs offices for improved public.
- Contest conducted among Customs Bureau employees for elimination of forms.

AGENCY FOR INTERNATIONAL DEVELOPMENT

- Course to improve writing skills being given AID
Courses are tailored to needs of particular groups
- 29-minute TV color film, "The Other Vietnam," available
cost to borrowers who want to understand better
in Vietnam.
- Each Congressional office given information card
office to be contacted for information regarding
- Reception rooms and recruiting centers being redone
attractive, hospitable atmosphere.
- During last quarter of Fiscal Year 1966, AID responded
requests for speakers. When no speaker is available,
film is sent.
- Employees given special instructions on telephone
clarity in writing, nature of public service, and
promptness in responding to requests from public.
- In response to requests from high school debaters,
book, "Foreign Assistance Source Book for Debaters,"
Special arrangements made to assist offices of Senators
representatives in answering requests from their constituents
material.
- Automated correspondence system developed to improve

WORLD BATTLE MONUMENTS COMMISSION

Several large umbrellas purchased for each overseas facility to loan to visitors during inclement weather.

Color lithographs of gravesites, memorials, and cemeteries prepared and sent to next-of-kin of servicemen.

Travel and hotel information furnished American overseas visitors.

Rosters of servicemen from specific divisions interred in Europe commemorated at one of the cemeteries or memorials in Europe provided.

Arrangements made for floral decoration of several hundred graves on request of next-of-kin and close relatives and friends. A polaroid color photograph of decoration furnished without charge.

ATOMIC ENERGY COMMISSION

- Poster campaign aimed at eradicating "gobbledygook" terms and in AEC staff papers, reports, and publications
- Arrangements made to keep American Museum of Natural History, Oak Ridge, Tennessee, open at night beginning on a trial basis to provide increased opportunity for tourists and area residents.
- Free public movies using AEC popular-level film on an experimental basis in May 1966 in downtown Richmond, Virginia, Federal Building, proved so popular they have become a permanent feature. Radio, TV, and newspaper also carried the showings made.
- Twenty-two Montgomery County, Maryland, boys met at AEC headquarters in new Explorer Scout Post sponsored by employees recreation association.
- Speakers bureaus organized at headquarters as well as in field stations.
- Nearly 38,000 copies of new, revised popular-level catalog distributed by Headquarters to science teachers and heads in secondary schools and colleges in United States.
- Most principal AEC installations open for tours. Manpower and facilities provided for conduct of tours.

ERONAUTICS BOARD

Air-taxi operators authorized by Board to provide air mail service where commercial service unavailable or inadequate thereby improving postal service.

Office of Secretary installed two new improved copy machines in Public Reference Room to enable public or interested persons to quickly obtain copies of pertinent documents on a cost reimbursable basis.

Operating authorities of trunkline carriers quickly liberated during recent strike affecting five major air carriers to obtain reasonable quality of service to public.

Three-day seminar on techniques and methodology of aircraft accident investigation held to acquaint members of aviation community with CAB's mission.

1965 edition of Handbook of Airline Statistics, together with historical view of important events in air transportation 1903, published.



Federal Job Information Center, Washington, D.C.
Interagency Board of Examiners, located in
Civil Service Commission Building, Washington, D.C.

CIVIL SERVICE COMMISSION

- Job Information Centers provide card forms to visit their reactions to quality of service provided.
- Where appropriate, examination announcements and prepared in Spanish.
- Sixty-five Interagency Boards of Examiners now open the country to provide one-stop Federal job information examination service.
- All IAB personnel wear name badges for the benefit
- Examinations now given in Washington, D. C., suburbs easier for competitors to reach the examination point for the large volume FSEE has been extensively decentralized area high schools.
- All forms and form letters used in correspondence assure clarity and understanding by the public.
- Persons telephoning the Job Information Center in V greeted by a recorded announcement giving pertinent information if no one is free to talk to the caller; caller desires additional information he may speak with specialist at the completion of the recording.
- Information Office of Bureau of Retirement and Insurance closer to building entrance to make it more accessible.

DISTRICT OF COLUMBIA GOVERNMENT

- Survey of area residents conducted to plan a recreation program directed toward special interests of public.
- Eighty thousand copies of new Map of Streets and Washington Metropolitan Area distributed.
- Saturday morning child health clinics conducted by Department of Public Health for mothers who cannot bring their children to clinics during regular work week.
- Neighborhood offices for certification of food stamps established so food stamp recipients can obtain necessary certification closer to home.
- Letters sent to D. C. residents as they are discharged from Armed Services, informing them of Readjustment Benefits and advising them of services available to them from the Department of Veterans Affairs.
- First Youth Probation House opened. This is a new institution designed to provide rehabilitation and guidance services to average of ten youths who are on probation from Juvenile Court.
- Visual aides widely utilized to explain urban renewal program to public.

EXPORT-IMPORT BANK OF WASHINGTON

- Booklet, "It's Your Public," distributed to all employees
Companion posters placed on bulletin boards.
- Program established to send Export-Import Bank employees
New York bank for two- or three-day periods to help empl
develop better appreciation of problems of Export-Import
Bank customers.

FARM CREDIT ADMINISTRATION

- More than 10% of Washington, D. C., staff completed course in effective writing.
- Two new motion pictures dealing with Farm Credit distributed to help acquaint public with Administration.
- Letter from Farm Credit Administration Governor to employee of Farm Credit Administration reminding of responsibility to public.

FEDERAL AVIATION AGENCY

- Metropolitan Police now allowed to use the helipod
- European Region initiated a program which designat foreign nationals as pilot examiners outside Unite provides flight test service to greater number of both United States and foreign nationals, and impr to relatively large United States aviation communi Regions.
- When Red Cross circuits failed September 5 and 6, Telecommunications Center processed 331 messages. dealt with emergency leave for military personnel.
- New radar approach procedures and runway assignmen in New York City have speeded passenger arrivals, capacity and reduced overall noise to adjacent con
- As a public service, temporary airport advisory se equipment was provided at Kalampopo Airstrip, Hawa aviation fly-in of 212 flights, carrying over 300 cation of a church at Hansen's Disease Settlement
- Information brochures on airport planning, design and safety operation prepared for distribution to manufacturers, and other interested groups.
- Radar advisory and separation services extended t users at 11 congested air locations.

FEDERAL COMMUNICATIONS COMMISSION

- Coin-operated document copying machine installed in License Branch of Common Courier Bureau. Public can now obtain copies of records within minutes.
- Commission amended its regulations to enable licensees of shop radio stations on recreational and small boats (non-compulsorily equipped) to change types of transmitters, in most instances without filing applications for modification of licenses.
- Building directories updated and format improved to make them more easily understood by public.
- Telephone installed in office of Reports and Information for use by public in calling offices within Commission for information.
- Reasons for returning applications of persons seeking amateur and citizens radio licenses were analyzed. Instructions accompanying application form were revised to make it easier for applicants to understand. This action will result in faster processing and reduction of the amount of correspondence.

FEDERAL DEPOSIT INSURANCE CORPORATION

- Booklet, "Symbol of Confidence," being published, gives Corporation's history, functions, and operations.
- District offices being modernized so both banking industry and general public can be served better.
- Office of Education and Publications established--will expand educational and publication services.
- More telephones installed in District Offices to better accommodate volume of telephone calls.
- Booklet, "Your Insured Deposit," redesigned and updated to reflect newly authorized \$15,000 deposit insurance coverage.
- Signs displayed by banks indicating their deposits are insured by FDIC being updated and redesigned with the purpose of furthering confidence of public in Nation's banking system.
- Plans formulated for public exhibit in lobby of FDIC building depicting First and Second Bank of the United States.

FEDERAL HOME LOAN BANK BOARD

- Memorandum from Director of Personnel distributed to all FHLBB personnel regarding program for improving service to public.
- Program for improved service integrated with Incentive Awards Program.
- Directional signs being installed in main building. GSA guards will provide information.
- Member of GSA staff conducted correspondence management workshop in November 1966.
- Color slides on organizations and functions of FHLBB staff and officials shown to about 6,000 top-level executive members of Nation's savings and loan associations. Slides made available to private industry and educational and civic groups.
- New ADP system installed to speed up payments to insured savers of associations in receivership.

ERAL MARITIME COMMISSION

- Course on improved report writing developed. Participants attended five 3-hour sessions.
- Special employee awards program for improving communication and service to public inaugurated in January 1966. Thus far 78 suggestions for program improvements received.
- Controls set up to assure all workload areas are on current basis thereby assuring expeditious service to regulated industry and public.

FEDERAL MEDIATION AND CONCILIATION SERVICE

- Preparation of telephone directories for distribution to labor and management leaders completed.
- Film slide libraries to be available for union, employer, or union-employer conferences, developed at national and regional offices.
- Conferences of Regional mediators held to improve mediation effectiveness for employers and labor organizations.
- Mediator workshops held to inform employees on various areas of industrial relations.

ERAL POWER COMMISSION

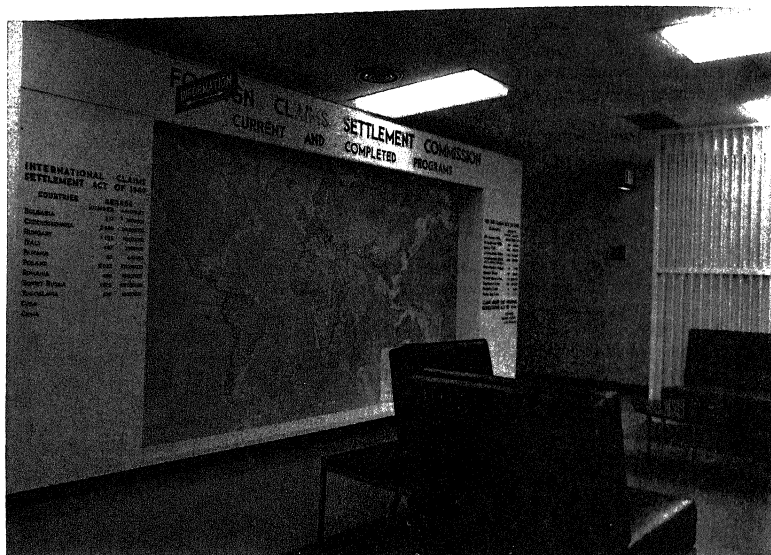
- Office of Public Information second in competition among all Government agencies for Ruder and Finn Award for outstanding public service. The award, administered by American University, is made on the basis of ballots cast by 139 Washington news correspondents.
- Information center to provide information on all FPC matters set up in Fort Worth, Texas. Centers will be set up at all five Regional Offices.
- Commission issued stricter regulations requiring gas pipeline companies to report pipeline accidents or failures which cause injury requiring hospitalization or a fatality, or property damage of at least \$5,000. This will assist FPC in advising public regarding natural gas accidents.

FEDERAL RESERVE SYSTEM

- GAO audit checklist distributed to all Federal Reserve Banks for their information and placed in hands of Board's field staff for use in their examination of Federal Reserve Banks.
- Gross-indexed personnel and subject telephone directory revised and updated.
- Public telephone relocated to improve availability to general public.
- Guards trained to handle "after hours" switchboard so calls from public will always be answered regardless of time.
- Emphasis placed on service to public in employee orientation sessions.

FEDERAL TRADE COMMISSION

- Numerous employees attended one-day course conducted by CSC on Better Communications with Public; 45 FTC executives attended course on Plain Letters for Executives.
- Commission cooperated with law enforcement agencies in public presentation depicting various illegal trade practices.
- Booklet, "Federal Trade Commission Writers Guide," printed and distributed to employees to improve writing.
- Special awards given to nine staff members for meritorious contributions to program for improving services to public.
- Employees participating in special courses related to meeting public, better office skills and services, and writing effective letters.



Educational exhibit located in information and reception center,
Foreign Claims Settlement Commission.

IGN CLAIMS SETTLEMENT COMMISSION

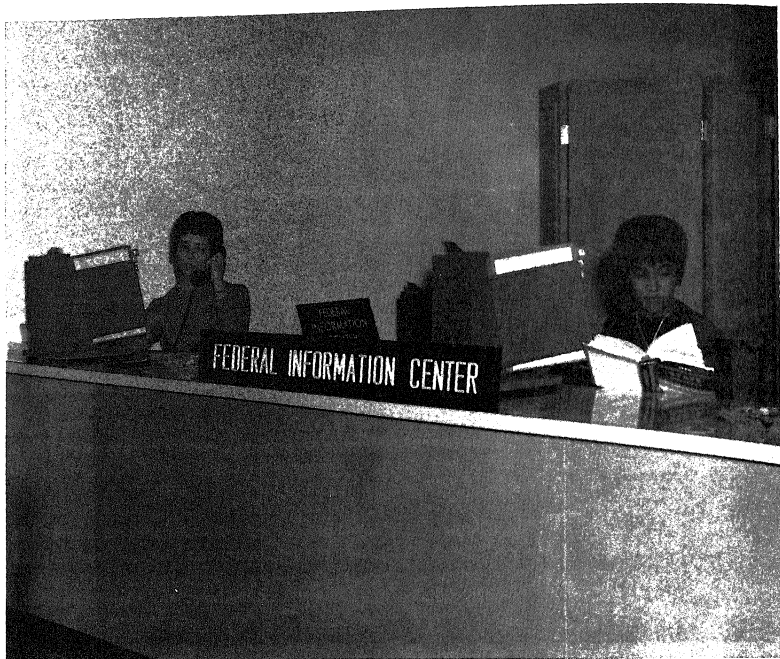
- Educational exhibit, visually portraying past and present claims programs, installed in new information and reception center in Washington. Easy chairs and tables for reviewing and taking notes have been provided.
- Fact Sheet No. 6, "You and the Public," issued to all employees.
- Notices telling of Cuban claims program posted in Post Offices in cities having large Cuban population.
- New techniques and procedures for answering correspondence introduced.
- Handouts stressing key role employees play in drive to improve services to public distributed with pay checks.
- Articles on improving service to public published in Employee Bulletin.

GENERAL ACCOUNTING OFFICE

- Correspondence procedures reviewed to insure prompt, responsive reply.
- Federal agency systems for communications and service to public being audited by GAO as service to Civil Service Commission.
- Checklist for evaluating service to public developed and being used by other agencies as well as GAO.



Reference Materials, Federal Information Center, Atlanta, Georgia.



One-Step Federal Information Center, operated by General Services Administration in Atlanta, Georgia.

L SERVICES ADMINISTRATION

- "You Are Here" signs installed in various Federal buildings.
- Information desks installed in 50 Federal locations around country. Seventeen locations now have lobby information phones.
- Guidelines encouraging use of lobby space for display purposes published.
- Nationwide survey made in areas of heavy Federal employment to determine if commercial telephone directories give prominent display to frequently used Federal numbers. Contact made with local telephone companies to get such listings where needed.
- Atlanta Federal Information Center opened July 11, 1966, to provide information to the public on all Federal activities in the Atlanta metropolitan area. This is the nation's first Federal Information Center. GSA operates center with support of Federal agencies in Atlanta area. Center is pilot operation for similar centers to be established throughout country.

(Although outside the period covered by this report, mention is made here of the nation's second Federal Information Center opened by GSA in Kansas City, Missouri, on April 21, 1967 combined with a Government Bookstore.)



Government Printing Office Bookstore in Lobby of State Department Building,
Washington, D. C.

MENT PRINTING OFFICE

- Directive issued explaining internal procedures to be followed in handling misdirected telephone calls and inquiries.
- Documents Division studying a new method of handling and reducing customer holding time on more than 1000 calls it received daily over its own switchboard.
- Retail bookstore opened in lobby of State Department main building in Washington.
- First retail bookstore outside of Washington opened in Federal Building in Chicago.
- Special training course designed for messengers and truck drivers who deal with public.
- Assistance offered to Federal agencies in forms design and simplification.
- Sixty-five employees took courses in "Plain Letters" last year.

INTERSTATE COMMERCE COMMISSION

- Telephone systems in all field offices analyzed and improvements made. Telephone recording devices, or secretarial answering services, obtained for field duty stations where staff is only intermittently in office.
- Mail forwarded to staff members who are on duty away from their regular offices in order to eliminate delay in response to correspondence.
- Appearance of older offices has been upgraded. In some offices space being made available in reception areas for visitors who wish to review files.
- Brochure, "Interstate Commerce Commission--What It Is--What It Does," prepared and distributed to the public.
- During airline strike, staff members made themselves available after hours and on weekends to assist public in arranging alternate means of transportation.

L AERONAUTICS AND SPACE ADMINISTRATION

Leaflet, "Hints for Secretaries," providing guidance on telephone manners and procedures, correspondence and greeting visitors, published and distributed.

Several booklets giving information on NASA programs distributed to public.

Index of NASA films and publications developed by one installation in cooperation with Los Angeles Chamber of Commerce. The index is available to the public.

"Spacemobiles," mobile space science demonstration units, reached audience of millions.

Wide use of posters made to increase employee awareness of responsibility for best possible service to public.

Number of NASA installations cooperate in youth program activities, including sponsoring Scout troops and Explorer posts.

Special briefing for teachers to provide them with full, up-to-date resource information on space and NASA held in 46 states and Puerto Rico.

Special meetings on NASA policies, programs and activities held for 320 college and university deans and professors from 16 states.

Reception areas of all stations used to exhibit NASA projects and to distribute NASA publications.

A new publication, "NASA Directory of Services for the Public," developed. Booklet lists and briefly describes what the agency can do for the public and tells how and where the services may be obtained.

John F. Kennedy Center and Brevard County, Florida, entered an agreement which allowed the county to operate a stretch of NASA-owned seashore as a public beach.

Manned Spacecraft Center operates Sunday Open House for the benefit of sightseers.

New pass system used at one installation to simplify entrance for visitors.

NATIONAL CAPITAL TRANSPORTATION AGENCY

- NCTA continues to be available to civic organizations--night, day and weekends--and on at least one occasion brought together four Government agencies for a Saturday meeting with group of citizens interested in improving their neighborhoods.
- Instituted regular briefings for new employees of consulting engineering and architectural firms to make individual employees more aware of agency mission so they can better answer questions from public.

L GALLERY OF ART

Television broadcasts being produced dealing with masterpieces in the Gallery.

Color reproduction of paintings made available to listeners of radio series on art history.

Information telephone manned 24 hours a day.

Gallery open till 10 p.m. seven days a week from April through Labor Day.

Gallery establishing office of information with specialist whose duties will be to improve Gallery's communications with public.

Intensive training program given for guards to increase their effectiveness in helping visitors.

This summer Gallery will make its facilities available for a research program in art education administered by George Washington University and funded by Office of Education with hope that participating teachers from all over the country will spread word of Gallery's resources.

NATIONAL LABOR RELATIONS BOARD

- System established for "Officer of the Day," who is responsible for seeing that persons making inquiries are dealt with courteously.
- Puerto Rico office expanded its bilingual publications distribution.
- Office Directory reviewed to determine if a "trackless" corridor situation existed at headquarters. Room numbers and names brought up to date.
- Notices of elections translated into many foreign languages to accommodate those who have difficulty reading and comprehending English.
- Concerted effort made to assure that transactions between NLRB and public are handled with convenience of public in mind. Witnesses for hearings interviewed at times convenient to them.
- Representatives of foreign trade unions touring United States invited to Regional Offices where considerable time is devoted to explanation of statutes and procedures.
- Booklet, "A Career in Labor-Management Relations as a Field Examiner," published to attract more and better qualified candidates and increase understanding of services provided by NLRB.
- Special attention given to accurate, courteous and prompt replies to correspondence. One office reduced its reply time to one-third of a day and most letters answered day of receipt.

NATIONAL MEDIATION BOARD

Home telephone numbers of key personnel made available.

Liaison established with other Government agencies involved in labor management field so NMB can answer broad questions of policy even if question is not in its specific area.

NATIONAL SCIENCE FOUNDATION

- Effort begun to automate data processing activities to provide more rapid dissemination of information on programs and awards.
- Comprehensive survey of activities of NSF Grants Office conducted to improve communications with academic community.
- Grants manual and grantee brochure being developed to describe handling of proposals and grants by Foundation to academic institutions.
- A series of guides to the instructional tools that have been developed through NSF-supported projects have been developed to inform the public of the availability of these special educational materials. For example, one guide lists the instructional films and kinescopes produced by NSF-supported projects. Another lists publications and films that are being translated and adapted for use by educators in other countries.

OF ECONOMIC OPPORTUNITY

Catalog of Federal programs listing community and individual economic and social development activities of all Federal agencies updated and reissued.

Speakers furnished to meet public demand for persons to address public gatherings.

Art created by men and women of Job Corps displayed in special exhibit by Smithsonian Institution.

Library in OEO building providing information on poverty is available for use by public. Hours of library lengthened and staff increased to serve public more efficiently.

OEO representatives and information exhibits for conventions and public gatherings made available.

Educational exhibits set up in lobby of OEO headquarters.

Local and regional press seminars scheduled to acquaint members of communications with OEO program.

Public affairs officers assigned to each OEO program to better related OEO's program and developments to the public and press.

Special efforts made to improve communications between Job Corps and local communities.

Job Corps and VISTA publish weekly newspaper and monthly magazine to inform public of activities in their programs. Job Corps headquarters staff prepares research papers for use of professional and scientific groups to keep public informed of Job Corps methods and goals.

Records on research projects financed by OEO made available to Smithsonian where they are open to the public so interested persons can review files on all completed projects as well as project currently in progress.

OFFICE OF EMERGENCY PLANNING

- Value of good record-keeping stressed through posters.
- Copy of GAO audit checklist on improved service sent to each Regional Office.
- Procedures set up to assure rapid response to correspondence.
- Information readily available for news media and interested parties in event of national disaster.
- Display case for exhibiting samples of stockpile items placed in lobby of Washington building.
- Twenty-four hour service provided by National OEP Information Office.

CANAL COMPANY

Additional picnic tables, picnic areas, and parking facilities provided at Summit Gardens, only large public park and recreation area in Canal Zone.

Effects of air conditioners, washers, dryers, and other heavy duty electrical equipment on electric current consumption in residence described in local house organ. Article published in effort to reduce customer complaints and inquiries regarding their bills.

Arrangement of Balboa Retail Store changed, resulting in additional 1500 square feet of floor space to serve public better.

PEACE CORPS

- Processing time for review and action on individual applications reduced. Applicants can learn within six weeks if they have been accepted for Peace Corps service.
- All inquiries and requests from trainees and volunteers responded to within 48 hours of receipt.
- Misdirected phone calls from outside agency are not transferred. Staff member taking call locates right office and has that office call back.
- Career Information Service increasing assistance to returning Volunteers to keep them aware of job opportunities.
- Administrative steps taken to speed payment of readjustment allowance advances and final payment to returning Volunteers.
- Duty Officer available by phone at all times to furnish families of Volunteers information about Volunteers overseas.
- Automatic data processing now makes possible more rapid submission of information about returning Volunteers to Members of Congress and others having a specific need.
- Special Administrative Officer in Headquarters designated as central point for inquiries relating to trainees and Volunteers between end of training and overseas departure. This makes it easier for family and friends to keep better informed of their whereabouts.
- Special attention being given to minimizing negative effect on individual not selected for Peace Corps service after participating for a time in training program. Method of notifying trainees who are not selected is being studied.

Several field offices arranged with local Social Security Administration offices to use their medicare microfilms and reader to obtain missing account numbers.

Steps taken to prevent loss of supplemental medical insurance benefits by 850 persons. They were contacted personally by field office staff and all but 58 beneficiaries continued coverage.

Training programs emphasized improvement in interviewing techniques and claims processing in district offices to reduce time lag in number of days required to pay a claim.

Bureau of Retirement Claims slogan "PEPPER"--Pay 'Em Fast, Pay 'Em Right--has been adopted as a standard for service to customers in all offices.

is used extensively to obtain information from claimants and others, thereby making it unnecessary to send field personnel for interviews. This speeds payment substantially.

Employees with special knowledge of foreign languages interview persons speaking such languages at one office.

Field offices in one region send extra copy of dictated letters to regional office at specified intervals; letters are reviewed not only for possible awards purposes but also in effort to improve liber of correspondence.

"Special Public Communication and Service Awards Plan" established. Awards given for outstanding achievement in letter writing, public communications, and services to public. New contest now being sponsored. It pays \$100 to writer of slogan selected as best representing in a single word or phrase Board's interest in improving services to public.

One of the people who called at one itinerant point during a one-week period were contacted to determine if they had been given adequate service and to solicit suggestions for improvement from them.

One region sends advance notices of field trips to State Employment Services, SSA offices, Railroad Unemployment Claims Agents, and Railroad Management and Labor officials for posting, showing men and where Contact Representative can be reached. This enables Representatives to reach more people and reduces the number of written requests for assistance received a few days after visits.

RENEGOTIATION BOARD

- Arrangements completed with Department of Commerce to make renegotiation forms and explanatory literature available to public at all field offices of Commerce.
- Procedures to obtain filings from delinquent contractors on more selective basis put into effect.
- Some frequently used forms combined into a booklet for ease of handling.

SECURITIES AND EXCHANGE COMMISSION

- Awards given to 30 employees in recognition of their outstanding service to public.
- "Menu" board installed in lobby of headquarters office, listing all supervisory personnel and others frequently called on by public.
- Booklet which explains work of SEC being revised to give it more eye appeal and to make it easier to read.
- Letter sent to issuers of securities encouraging them to prepare prospectuses offering securities to employees in more understandable language.
- Headquarters reception area furnished with modern furniture and enclosed telephone booths. SEC plans to install out-of-town telephone directories, local street directory, hotel guides, and schedule of office hours of other Government agencies.
- Improved procedure for processing job applicants makes it possible in most cases to tell applicants whether job is available the day they are interviewed.

LECTIVE SERVICE SYSTEM

- Office of Public Information established at Headquarters.
- Selective Service exhibit relating to obligations of headquarters personnel under current draft act displayed at six medical conclaves.
- Many State headquarters and local board offices remained open during other than normal business hours to handle inquiries from public.
- Number of local board offices relocated in more accessible places.
- Expanded communication facilities installed in many local boards to expedite processing of incoming inquiries.
- Every possible assistance given to persons in search of background information such as proof of birth for Social Security and Medicare benefits.

NESS ADMINISTRATION

Management Aid, "Loan Sources in the Federal Government," prepared to simplify problem of ascertaining proper source for various types of Government loans.

will endeavor to assist more small businessmen from among disadvantaged groups who are outside normal criteria for participation in economic opportunity loan program.

Additional Information officers appointed at 60 SBA regional offices and five branch offices.

will endeavor to expand counseling activities by providing more face-to-face counseling of small businessmen.

SMITHSONIAN INSTITUTION

- Major buildings being kept open until 10 p.m. seven days a week from April through August.
- Smithsonian educational TV program appears each Saturday on 250 network stations.
- Mail boxes for public use being installed in each building. Plans for National Collection of Fine Arts Building include writing desk so visitors can prepare post cards for folks "back home."
- Classes held for young people with scholarships available to underprivileged children.
- Free Mall concerts and other events enliven the Mall and make it attractive to visitors during summer months.
- Plan to begin "Dial a Museum" program to give callers a recorded message describing the Smithsonian's weekly calendar of events.
- 500 teacher's aids from D. C. school system received lectures and special tours to familiarize them with educational possibilities of the Institution.

SUBVERSIVE ACTIVITIES CONTROL BOARD

- To assure speedy replies to correspondence, mail log reviewed each day by staff member.
- Different employees assigned receptionist duties so as many as possible will be trained in dealing with public.

TARIFF COMMISSION

- Region issuing series of Trade and Tariff Information Summaries.
- Schedules arranged so that witnesses required to appear before more than one hearing body appear before all of them on same day.

TAX COURT OF THE UNITED STATES

- Pamphlet to inform newly admitted practitioners of Tax Court procedures distributed.
- Policy formalized to require response to White House and Congressional mail within 48 hours after received.

TENNESSEE VALLEY AUTHORITY

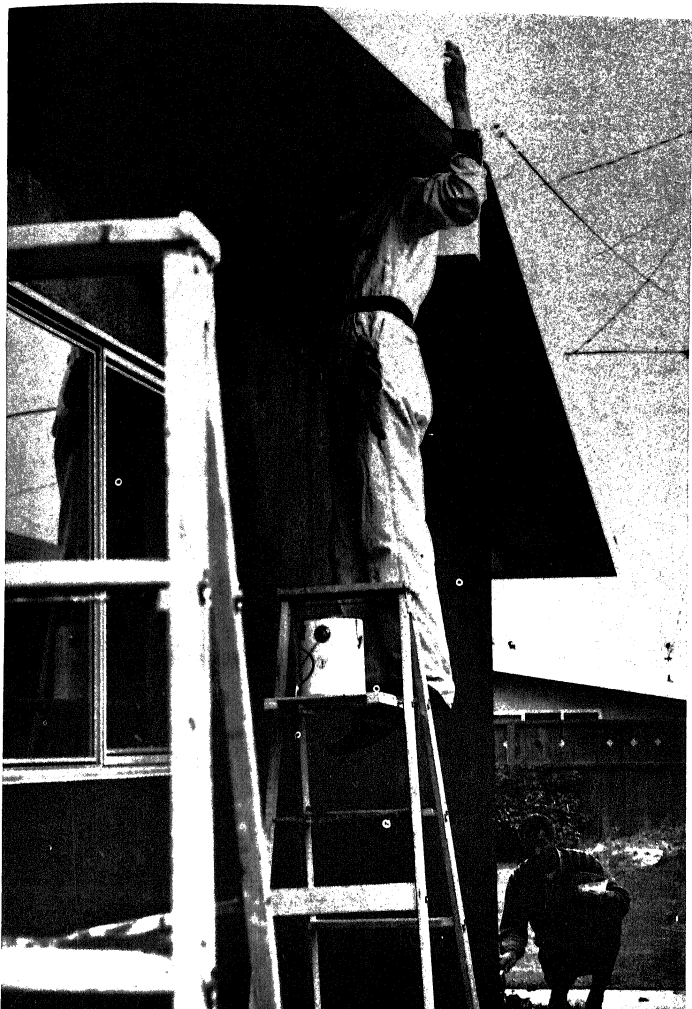
- New laboratory designed with exhibits and other informational aids illustrating TVA programs in conservation and wildlife management.
- Program for refurbishing and updating visual displays at TVA steam plants continues.
- Increased emphasis given to prompt, quality replies to White House referral mail within 48 hours.
- Visitor access improved by installation of directional signs on highways.

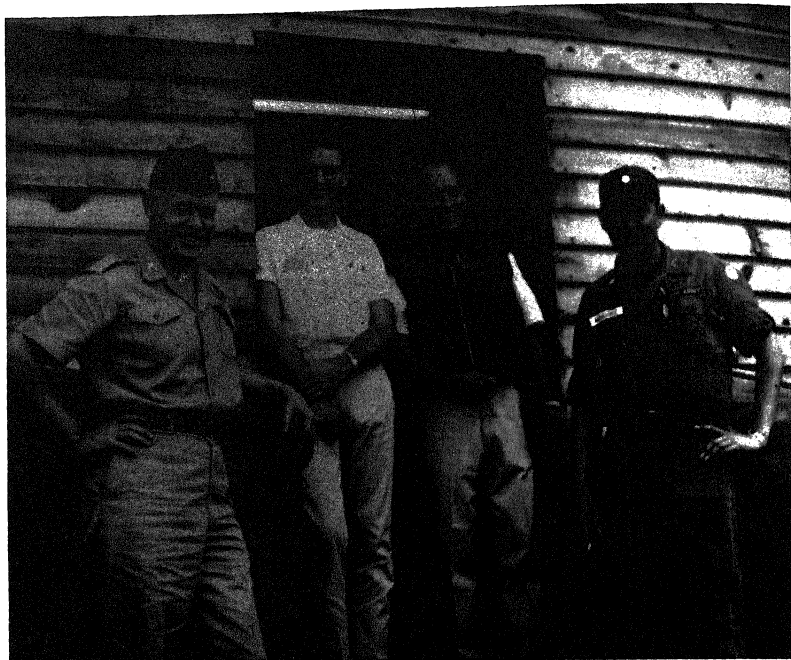
UNITED STATES ARMS CONTROL AND DISARMAMENT AGENCY

- "Special Assistant for Congressional Liaison" designated. Current procedures in handling Congressional mail reviewed.
- Arrangements being made to provide lectures and briefings on the objectives and operations of agency to summer employees, mostly students.
- Unclassified research reports now printed on standardized format and made available to public on request.
- Plans moving forward for programming specific public affairs activities in support of agency goals.

UNITED STATES INFORMATION AGENCY

- USIA exhibit updated and refurbished in time for summer influx of students and tourists.
- All White House and Congressional referral mail and all agency correspondence handled swiftly.
- All exhibits being updated.
- Leaflet for the public on USIA activities being updated and presented in a more interesting format.





VA - VIETNAM

Col. Herbert Allen, a representative of the Department of Defense, welcomes the first Veterans Administration Contact Representative to Vietnam. Mr. Richard E. Bush and Mr. John P. McFadden give on-the-spot counseling and information on veterans benefits to servicemen about to return from Vietnam. Mr. Bush holds the Congressional Medal of Honor for conspicuous gallantry during World War II and Mr. McFadden received the Distinguished Service Cross, the Bronze Star Medal, and the Purple Heart.

VETERANS ADMINISTRATION

- VA contact office opened in Vietnam to provide earliest possible service to servicemen.
- Regional offices open on Saturday mornings at 33 contact locations.
- Itinerant contact service provided in 104 communities on a regularly scheduled basis. Contact service also provided in 100 military separation centers and hospitals. Special service provided to disabled servicemen before leaving hospital to ease transition to civilian life.
- Administrator's letter to department heads, staff offices, and field stations again encourages developing proper attitudes of service on part of employees. Asked for special report on steps under way in the field and attached listing of suggested ways to improve service and some suggested pamphlets and films for training purposes.
- VA-owned properties being used for a Neighborhood Youth Corps training program in San Jose, California.
- "One-stop" service tested for servicemen on discharge. Protective envelopes furnished for valuable papers on Federal benefits. Timetable on benefit deadlines included.
- "Foreign Exchange" telephone system put into effect. Veteran with no contact office in his city can dial local number for immediate connection with contact representative in distant city.
- Visiting hours at hospitals extended. Admission hours and pharmacy hours also extended to provide better service.
- Physical appearance of VA stations improved, reception rooms renovated, vending machines for 24-hour food service installed, parking space increased, "house phones" installed.
- I.D. card to enable eligible veterans to obtain out-patient treatment for service-connected disabilities from their family physician now in use.
- VA sponsored legislation enacted to permit payment in advance for certain travel expenses of veterans, avoiding need for veteran to file claim for reimbursement.
- Immediate medical or dental care provided to recently discharged veterans without need to file a claim. Eligibility conceded and claim initiated later.



Mr. Gobble D. Gook, Esq.

Mr. Gobble D. Gook, Esq.--pompous, stuffy, stilted and ornate--is the